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ABSTRACT

A survey was undertaken by Delaware County Community College's (Pennsylvania) Hotel/Restaurant Management program: (1) to provide students with local up-to-date information regarding the lodging industry in the Greater Philadelphia area; and (2) to provide information regarding necessary skills as perceived by the managers for the purpose of curriculum and course development. A total of 73 surveys were mailed to local lodging managers with a 51% response rate. Most of the respondents were male (87%), between 36 and 40 years of age, and married (80%). The majority managed properties of between 131 and 300 rooms, worked as "general managers" for three to five years, and worked at their present locations for five to ten years. The average number of working hours per week was 56.6. The median salary reported was between $22,000 and $25,000. Major benefits were free meals, free dry cleaning, and a full health plan. Most indicated that they began working in the kitchen or as front desk clerks. The majority (56.7%) possessed a bachelor's degree and 81% indicated that they would repeat their career choice. Guest satisfaction, and staff satisfaction and development provided the greatest job satisfaction. Skills considered important to the job were salesmanship, cleanliness (guest rooms), and front office operations. The survey instrument is appended. (MB)

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LODGING MANAGEMENT CAREER QUESTIONNAIRE OF GREATER PHILADELPHIA AREA

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DELAWARE COUNTY COMMUNITY COLLEGE

JC 790 166

FEBRUARY 1979

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INTRODUCTION

The Greater Philadelphia hotel/motel industry since the late sixties has undergone a transition involving ownership, management and properties themselves. We believe a greater public awareness of these publicized industry changes precipitated the increased inquiry into hotel/motel education.

Students have continued their education or returned to the classroom asking specific lodging career-oriented questions. Often students formulate unrealistic expectations regarding such things as educational requirements, salary and work schedules. One problem we have encountered in counseling these students is the lack of current local information profiling lodging managers.

This survey was undertaken by the College's Hotel/Restaurant Management program and the Research Office. The purposes were:

1. to provide students with local up-to-date information regarding the lodging industry in the Greater Philadelphia area.
2. to provide information regarding necessary skills as perceived by the managers for the purpose of curriculum and course development.

Sample

Lodging managers of major hotel/motels within the Philadelphia area were surveyed. The sample region also included parts of Delaware and New Jersey. Since one of the purposes of the study was to provide current local career information for Hotel/Restaurant Management students, properties outside of the Greater Philadelphia area were not included. Names and addresses of these managers were obtained from hotel

directories, personal contacts and Chamber of Commerce listings. A total of 73 surveys were mailed. Of these, 37 responses were received for a response rate of 50.68%.

Procedures

A fifteen closed-item survey was developed by the Hotel/Restaurant Management Program Coordinator and the Research Office. The survey instrument consisted of multiple choice questions which elicited information regarding length of employment, salary, demographic characteristics of respondents and job satisfaction. Since DCCC is committed to the concept of competency-based education, information regarding the importance of various entry level skills were also solicited. This survey, along with a cover letter, was mailed to the 73 managers. Postpaid return envelopes were included along with a return postcard on which the respondent could request further information about the Hotel/Restaurant Management program at DCCC and/or a copy of the survey results. Copies of the survey, cover letter, and postcard are included in the Appendices.

Results

The survey responses were analyzed by total group and by salary level. It was also planned to analyze the results by sex; however, since only two of the 37 respondents were female, this analysis was abandoned.

Tables 1, 2, and 3 list demographic characteristics of the respondents. Most respondents (86.5%) were male, as are most of the managers. The median age was between 36 and 40; and 80% of the respondents are married.

TABLE 1

Sex

	N	%
Male	32	86.5
Female	2	5.4
No response	3	8.1

* * * * * * * * * * *

TABLE 2

Age

	N	%
Under 25	3	8.1
26-30	5	13.5
31-35	6	16.2
36-40	6	16.2
41-45	4	10.8
46 and over	13	35.1

* * * * * * * * * * *

TABLE 3

Marital Status

	N	%
Single	4	10.8
Married	31	83.8
Divorced	1	2.7
Widowed	1	2.7

* * * * * * * * * * *

The majority of managers responding to this survey manage properties of between 131 to 300 rooms and have worked as "general managers" for between three to five years and at their present location for between five to ten years.

TABLE 4

Property Size
(number of guest rooms/units)

	N	%
130 rooms or less	7	18.9
131-300 rooms	20	54.1
301-500 rooms	7	18.9
501 rooms or more	3	8.1

* * * * * * * * * * *

TABLE 5

Length of Employment

	Present Position		Present Location	
	N	%	N	%
Less than six months	3	8.1	1	2.7
Six months - one year	6	16.2	6	16.2
1-3 years	7	18.9	8	21.6
3-5 years	11	29.7	4	10.8
5-10 years	5	13.5	6	16.2
More than 10 years	4	10.8	4	10.8
No response	1	2.7	8	21.6

* * * * * * * * * * *

The mean (average) number of working hours per week is 56.56 with the majority reporting working hours between 46 and 60. It is realized that these hours fluctuate and respondents were requested to report number of hours worked in a typical week.

TABLE 6

Number of Hours Worked Per Week

	N	%
Less than 40 hours	1	2.7
40-45 hours	4	10.8
46-50 hours	9	24.3
51-55 hours	4	10.8
56-60 hours	8	21.6
61-65 hours	2	5.4
66-70 hours	5	13.5
71-75 hours	3	8.1
75-80 hours	1	2.7

Mean = 56.56 hours

The median salary reported was between $22,000 and $25,000; and major benefits and compensations other than salary were free meals, dry cleaning and a full health plan. Few reported a contributory health plan or permanent living quarters. Profit Sharing and use of an automobile were most frequently listed under 'Other.'

TABLE 7

Salary
(wages only)

	N	%
$ 7,000 - 10,000	-	-
$10,001 - 13,000	2	5.4
$13,001 - 16,000	1	2.7
$16,001 - 19,000	6	16.2
$19,001 - 22,000	4	10.8
$22,001 - 25,000	8	21.6
$25,001 - 35,000	13	35.1
$35,001 and above	3	8.1

* * * * * * * * * * *

TABLE 8

Benefits and Compensation Other Than Salary
(multiple responses)

	N	%
Bonus (commission)	22	59.46
Meals (free)	31	83.78
Meals (partial charge)	-	-
Permanent Living Quarters	10	27.03
Car Parking	26	70.27
Dry Cleaning	27	72.97
Complimentary Lodging at other properties	23	62.16
Full Health Plan	27	72.97
Contributory Health Plan	6	16.22
Other	13	35.14

The managers were asked to indicate their first job in the lodging industry. Most indicated that they began working in the kitchen or as front desk clerks. Recent surveys of graduates of the DCCC Hotel/Restaurant Management program show an almost even split between front office and kitchen work as first jobs. Regarding the present operation of their properties, the respondents were asked to indicate the principle problem in operating their property during the first six months of 1978. Most indicated that obtaining new business was the biggest problem they faced. Of the responses listed under 'Other,' all were individual responses and no response was listed more than twice.

TABLE 9

First Job in Lodging Industry

	N	%
Kitchen work	13	35.1
Bellperson	6	16.2
Waiter/Waitress	1	2.7
Front Desk Clerk	9	24.3
Accounting Office	2	5.4
Maintenance	-	-
Other	5	13.5
No response	1	2.7

* * * * * * * * * * *

TABLE 10

Principle Operating Problem During 1978

	N	%
Obtaining new business	9	24.3
High cost of food	5	13.5
High cost of labor	4	10.8
Personnel related problems	5	13.5
High cost of energy	3	8.1
Other	9	24.3
No response	2	5.4

* * * * * * * * * * *

In order to provide students with information regarding particular areas of expertise of the manager, each respondent was asked to check the areas of the lodging industry that he/she felt was a particular area of their expertise. Most felt they are particularly expert in room management, sales and accounting. Of those checking 'Other,' business management was most often mentioned as a particular skill.

TABLE 11

Self-Perceived Areas of Expertise
(multiple responses)

	N	%
Food Production	17	45.95
Beverage	13	35.14
Sales (marketing)	20	54.05
Accounting	19	51.35
Lodging (room management)	24	64.86
Other	7	18.92

The majority (56.7%) of the managers possess a bachelor's degree and only one has a graduate degree. The overwhelming majority (81.1%) indicate that they would repeat their career choice. Comments on this item ranged from "the industry is in my blood" to "not having enough time to spend with family." When education is contrasted with salary, 19 of the 24 managers reporting salaries above $22,001 have a bachelor's degree.

TABLE 12

Highest level of Completed Education
(multiple responses)

	N	%
Less than high school diploma	-	-
High school diploma	4	10.81
Some college (less than Bachelor's degree)	4	10.81
Junior or community college degree	-	-
College or university (four-year degree)	21	56.76
Some graduate school	2	5.41
Graduate degree	1	2.70
Junior or community college plus AHMI*	1	2.70
Junior or community college plus other training	1	2.70
College or university degree plus AHMI	3	8.11

*American Hotel/Motel Institute

* * * * * * * * * *

TABLE 13

Percentage Who Would Repeat their Career Choice

	N	%
Yes	30	81.1
No	6	16.2
No response	1	2.7

* * * * * * * * * *

When asked what gives the greatest satisfaction in their present job, guest satisfaction was most often listed along with staff satisfaction and development. The complete list of responses is presented in Appendix G.

Specific skill development rather than completed courses or degrees is often more important to successful functioning in a job. The perceptions of those already working in the industry are essential in the determination of what skills will be useful for the Hotel/Restaurant student to develop. The managers were asked to rate the importance of various skills in the educational development of students seeking a supervisory position in the lodging industry. Table 14 presents the results.

TABLE 14

Rating of Skills in Importance to Job

	Mean	Of No Importance	Of Little Importance	Of Moderate Importance	Of Much Importance	Of Very Much Importance
Interpersonal skills	4.00	-	1	3	7	5
Food preparation	3.42	2	1	18	11	4
Food sanitation	3.80	2	2	10	8	13
Cleanliness (guest rooms)	4.39	-	2	5	6	23
Nutrition	2.63	5	10	14	5	1
Catering	3.69	2	1	10	16	7
Typing or letter writing	3.17	2	5	16	11	2
Bookkeeping	3.89	-	2	10	14	10
Public speaking	3.63	-	3	15	9	8
Budget theory	4.06	-	1	7	17	11
Business mathematics	3.71	1	3	10	12	9
Computers	2.57	3	13	15	4	-
Front office operations	4.26	-	-	5	16	14
Salesmanship	4.47	-	1	4	8	23
Liquor management	3.37	2	2	17	9	5
Law (contracts, liability)	3.69	-	4	13	9	10
Government regulations	3.64	1	4	12	9	10
Restaurant table service techniques	3.25	2	4	18	7	5
Other	-	-	-	-	5	7

The three skills receiving the highest mean rating were (1) salesmanship, (2) cleanliness (guest rooms) and (3) front office operations. Skills most often added under 'Other' were personal ambition and the ability to manage people.

CONCLUSIONS AND RECOMMENDATIONS

The following "profile" of a manager can be constructed from the data collected by this survey:

1. male
2. age between 36 and 40
3. married
4. manage properties between 131-300 rooms
5. worked in present position for 3-5 years
6. work between 46-60 hours weekly
7. earn between $22,000 and $25,000
8. have a bachelor's degree

This profile will be valuable not only for descriptive purposes but also in helping students develop realistic expectations regarding a career in the lodging industry.

The ratings of skills (Table 14) will provide valuable input into course and curriculum development as well as competency development.

It is recommended that this study be replicated in two years for comparison purposes since many of the anticipated changes in the Greater Philadelphia lodging industry will be realized by that time. Revisions, additions and deletions will be made to the questionnaire based on the results of this survey. For example, for the purpose of course development it may also be useful to determine what skills these managers possess which they feel are not being used in their jobs.

DELAWARE COUNTY COMMUNITY COLLEGE
HOTEL/RESTAURANT MANAGEMENT PROGRAM
LODGING MANAGEMENT CAREER QUESTIONNAIRE
OF GREATER PHILADELPHIA AREA
July 1978

(CIRCLE THE APPROPRIATE RESPONSE)

1. Property Size (Number of guest rooms - units)
   A. 130 Rooms or below
   B. 131 rooms - 300 rooms
   C. 501 rooms and above

2. Length of Employment

In present position		At Present Location
A	Under six (6) months	A
B	6 months to 1 year	B
C	1 year to 3 years	C
D	3 years to 5 years	D
E	5 years to 10 years	E
R	More than 10 years	F

3. Number of hours you work in a typical week
   _____ Total Hours
   (Please specify)

4. Salary Range (Wages only)
   A. $ 7,000 - 10,000
   B. $10,000 - 13,000
   C. $13,001 - 16,000
   D. $16,001 - 19,000
   E. $19,001 - 22,000
   F. $22,001 - 25,000
   G. $25,001 - 35,000
   H. $35,001 and above

5. Do you receive any of the following benefits as a part of your compensation? Circle as many as apply.
   A. Bonus (Commission)
   B. Meals (free)
   C. Meals (Partial charge)
   D. Permanent living quarters
   E. Car Parking
   F. Dry Cleaning
   G. Complimentary lodging at other properties
   H. Health plan (Full)
   I. Health Plan (Contributory)
   J. Other_____
      (Please specify)

6. Sex
   A. Male
   B. Female

7. Age
   A. Under 25 years old
   B. 26-30
   C. 31-35
   D. 36-40
   E. 41-45
   F. 46 or above

8. Marital status
   A. Single
   B. Married
   C. Divorced
   D. Widowed

9. What was your first job in the industry?
   A. Kitchen work
   B. Bellperson
   C. Waiter - Waitress
   D. Front Desk Clerk
   E. Accounting Department
   F. Maintenance
   G. Other_____
      (Please specify)

10. Since January 1978 what has been the principal problem affecting the operation of your property?
   A. Obtaining new business
   B. High cost of food
   C. High cost of labor
   D. Personnel related problems
   E. High cost of energy
   F. Other_____
      (Please specify)

11. Which broad area(s) best describes your career background and expertise? (check all that apply)
   A. Food production
   B. Beverage
   C. Sales (Marketing)
   D. Accounting
   E. Lodging (Room Management)
   F. Other _____
      (Please specify)

12. Circle the highest level of education you have completed.
   A. less than a High School Diploma
   B. High School Diploma
   C. Some college (less than a Bachelor's Degree)
   D. Junior or Community College Degree
   E. College or University (4 year degree)
   F. Some Graduate School
   G. Graduate Degree
   H. Post-Graduate School
   I. American Hotel and Motel Educational Institute Course work
   J. Other----------

13. At this point in your career would you repeat your career choice?
    A. Yes
    B. No
    Comments:

_____

_____

14. What gives you the greatest satisfaction in your present position?
    Comments:

_____

_____

15. Please rate the following skills as to their importance in the educational development of students seeking a supervisory position in the lodging industry.

	Of No Importance 1		Of Little Importance 2		Of Moderate Importance 3		Of Much Importance 4		Of Very Much Importance 5
A.	Interpersonal skills	1	2	3	4	5			
B.	Food preparation	1	2	3	4	5			
C.	Sanitation (Food)	1	2	3	4	5			
D.	Cleanliness (guest rooms)	1	2	3	4	5			
E.	Nutrition	1	2	3	4	5			
F.	Catering (Quantity Food Management)	1	2	3	4	5			
G.	Typing or letter writing formats	1	2	3	4	5			
H.	Bookkeeping	1	2	3	4	5			
I.	Public Speaking	1	2	3	4	5			
J.	Budget theory	1	2	3	4	5			
K.	Business Mathematics	1	2	3	4	5			
L.	Computers	1	2	3	4	5			
M.	Front Office Operations	1	2	3	4	5			
N.	Salesmanship	1	2	3	4	5			
O.	Liquor Management	1	2	3	4	5			
P.	Law (Contracts, liability)	1	2	3	4	5			
Q.	Government Regulations	1	2	3	4	5			
R.	Restaurant Table service techniques	1	2	3	4	5			
S.	Other _____ (Please specify)	1	2	3	4	5			

APPENDIX B

Delaware County Community College
Media, Pennsylvania 19063
215-353-5400

July 11, 1979

Dear

Our College offers a two year Associate Degree program in Hotel and Restaurant Management.

As an educational institution, one of our greatest concerns is the career development of our graduates. It is for this reason that the enclosed questionnaire is being sent to you. Gathering current local career information regarding the lodging industry hopefully will further serve our students and you, the employer.

Please complete the questionnaire and return it in the enclosed postpaid envelope. All responses to this survey will be strictly confidential.

This study will be available in mid-August. If you would like to receive a copy of the results, please check the appropriate block on the enclosed postcard.

Thank you for your cooperation. The information you provide will help our students better plan their careers in the hospitality industry.

If you have any questions concerning this survey or our program, call me at 353-5400, Ext. 442.

Trusting that you are enjoying a healthful and successful summer.

Sincerely,

Robert C. Bennett, Jr.
Assistant Professor
Hotel & Restaurant Management Program

RCB/rf
Enclosures

Delaware County Community College
Media, Pennsylvania 19063
215-353-5400

July 24, 1979

Dear

We recently mailed you a questionnaire requesting information about you and your career development within the lodging industry. Due to the confidentiality of the survey, all responses were anonymous. We were, therefore, unable to determine whether you have replied.

If you have returned a completed survey, please disregard this reminder and accept my appreciation. However, if you have not returned the survey, I have enclosed another copy for your response.

Sincerely,

Robert C. Bennett, Jr.
Assistant Professor
Hotel & Restaurant Management Program

RCB/rf
Enclosure

If you are interested in any of the following, check ( ) the appropriate block(s) and return this post-paid card.

☐ I would like to receive a copy of the results of this survey.

☐ You may contact me directly in future studies

☐ I would like additional information about DCCC and/or the Hotel/Restaurant Management Program.

NAME_____

ADDRESS_____

_____

FIRST CLASS
Permit No. 495
Media Pa.

BUSINESS REPLY MAIL

NO POSTAGE STAMP NECESSARY IF MAILED IN THE UNITED STATES

-POSTAGE WILL BE PAID BY-

COMMUNITY COLLEGE OF DELAWARE COUNTY

Media, Pennsylvania 19063

ATTN: Robert C. Bennett, Jr.

APPENDICES D to H

Response listed under 'Other'
(Questions 11-15)

APPENDIX D

Question 11:

Which broad area(s) best describes your career background and expertise?

	N
Business Management	2
Management	2
Navy Officer	1
Personnel	1
Construction	1
Real Estate Management	1

APPENDIX E

Question #12:

Highest level of education you have completed?

Holiday Inn University

Real Estate and Insurance

Heavy Military Graduate Program

Question #13:

At this point in your career, would you repeat your career choice?

"I would not recommend the hotel/motel field."

". . .very fortunate in getting into an industry that I love."

"Motel industry is very open for vertical progress by young persons who are capable managers."

"Would have to consider the opportunity presented."

"Would try to obtain a position in each area of a hotel while attending high school or college."

"In my blood."

"Love present job and am never bored but cannot get enough time with my family."

"Yes! Absolutely!"

Question 14:

What gives you the greatest satisfaction in your present position?

"Establish goals and working to achieve them."

"Pride in my work; people in my work."

"Dealing with people."

"Pleasing our guests in all aspects of our operation."

"Management and development of personnel."

"People using our facility are satisfied."

"Guest satisfaction."

"Opportunity to provide a service to people and no two days alike."

"Receiving compliments on the operation."

"Smooth running operation at full capacity."

"Satisfying people and personnel."

"Improving the overall profit of the complete operation via turnaround."

"Recognition for a job well done and recognition as a professional among peer group."

"Teaching new techniques to future management."

"Impress guest with food quality, service, entertainment and cleanliness. The satisfied repeat customers who let the staff know we are doing a good job."

"Accomplishment, changing scene requiring action, ability to "direct traffic."

"Customer relationships."

"Guest using the facility is pleased and at the same time making a profit for the owner."

"Bottom line improvements; stability and loyalty of staff."

"Profits while attending guest satisfaction."

"Day to day problems; guiding younger staff toward their career goals."

"Employees and guest satisfaction."

"Respect and authority from and over all employees."

"Dealing with a satisfied customer."

"Getting jobs done that people before me could not."

"Making people happy (guests and staff)."

"Serving a satisfied and complimentary customer."

"Developing people as evidenced by their advancement."

"High house profit."

"Overall progress of the hotel."

"Catering to the problems of others."

Question 15:

Please rate the following skills as to their importance in the educational development of students seeking a supervisory position in the lodging industry.

"All of the above are secondary to integrity, attitude, willingness to learn and work. Desire to succeed."

"Ambition."

"Engineering."

"Personal supervision."

"Time management, priority of projects, long range planning."

"Able to gain respect of employees."

"Safety and loss prevention."

"Employee relations."

"Management hires these skills; management of people; staff planning; personal grooming; prior work experience."

"Public relations."

"Commitment."

"Work constantly with little rest. Handling a minimum of twenty problems at one time and still remaining calm."

"Genuine interest in service."

"Managing people."

UNIVERSITY OF CALIF.
LOS ANGELES
APR 13 1979
CLEARINGHOUSE FOR
JUNIOR COLLEGES